

# El talento que necesitarán las universidades. Retenerlo, atraerlo y recuperarlo

Curso de verano de Política Universitaria

Benicàssim 3, 4 y 5 de julio de 2019  
Thalasso Hotel Termas Marinas El Palasiet

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## **“Una perspectiva global sobre el talento de las universidades: los mejores, oportunidades y desafíos”**

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The prosperity of nations is increasingly dependent on their ability to attract talented and skilled individuals, since talents contribute to creation of knowledge, innovation and wealth, and international students & diversity of culture are, also, factors of growth. At the same time, high-income industrial countries do not produce enough graduates, which mean that competition for talents already, one of the most defining economic issues of the present time, will become increasingly acute in sectors that require high skill levels and more education.

In this paper we start by explaining why the, above mentioned, competition has become so severe, how it came about and present some best practice examples of policy initiatives to be successful in attracting and retaining talent.

Our focus will be on universities, however addressing this theme shows how important, better how essential it is to have a fully engaged wide range of partners, particularly national, regional and local authorities and business.

Universities operate in a global dynamic and highly competitive environment. Globalization, the increased mobility of academics and the retirement of the baby-boom generation are leading to a scarcity of academic talent in many disciplines. At the same time, while universities have the possibility of using private sector management practices, which has led to an emphasis on recruiting talent and using performance indicators to manage human resources, the indicators used are typically productivity, peer review, citation indexes and internationally refereed publications.

The implementation of talent (and performance) management practices in order to attract and retain talent has not been studied properly and universities are definitively NOT frontrunners in the process. Time has come to learn from the business sector and partner with other stakeholders to address the matter of attracting and retaining talent in universities.

Further from the partnering with other institutions, we conclude that success in attracting and retaining talent also requires a plan supported by the institution leadership and adequately trained human resources.